



March 15, 1995

TO: Area Vice Presidents
 Regional Sales Managers
 Sr. Chain Accounts Managers
 Chain Accounts Managers
 Special Accounts Managers
 Directors of National Accounts
 Forsyth National Managers

SUBJECT: Sales Area Meetings in Winston-Salem

Ladies and Gentlemen:

Our objective as a company is very simple. Sell cigarettes and make money! All three of our customers play a role against this objective, the wholesaler, the retailer and the consumer. In order to be successful, we must link our distributor programs and our retail programs to this company objective. This has been the focus of an extensive Trade Marketing Team over the past two and one-half months.

In addition, we must change any adversarial relationships we have with our wholesale and/or retail customers and gain insight into everyday challenges which affect our ability to conduct business.

In order to properly address the way we work with our customers to drive our business, we will be having Sales Area Meetings in Winston-Salem throughout the week of April 3, 1995. The objective of these meetings is to:

- Review and discuss our new Merchandising contracts, new Co-Marketing, and new Distributor Program,
- Redefine the term "partnership" as it relates to the distribution and retail community,
- Clearly articulate the role/expectations of CAM's/SAM's/DNA's,
- Ensure clear understanding of our new Trade Marketing Vision and Core Principles, and
- Review and discuss the role of Forsyth, DPC, VAP and other new share growth tools.

Clearly understanding our distributor and key retailer needs will assist RJR in developing better programs that will allow all parties the opportunity to be more profitable.

Our topline schedule is as follows with additional details to follow shortly:

<u>Sunday, April 2 --</u>	NESA and MWSA Managers arrive in Winston-Salem in the p.m.
<u>Monday, April 3 --</u>	Meeting from 8:00 a.m. to 6:00 p.m.
<u>Tuesday, April 4 --</u>	Meeting Completion from 8:00 a.m. to 4:00 p.m.

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Wednesday, April 5 -- SSA and WSA Managers arrive in Winston-Salem in the p.m.

Thursday, April 6 -- Meeting from 8:00 a.m. to 6:00 p.m.

Friday, April 7 -- Meeting Completion 8:00 a.m. to 4:00 p.m.

Hotel reservations will be made for all out-of-town personnel and communicated shortly. Each of you should plan your own flights out of Greensboro to depart no earlier than 5:00 p.m. on your meeting completion date.

Forsyth National Managers and Directors of National Accounts should contact Martha Preston as soon as possible and advise which of the two-day sessions you will attend so we can finalize plans.

As details are finalized in the next week or so, we will forward them to you. In the meantime, please plan your allocation of time according to the outlined schedule.

It is highly recommended that Regional Sales Managers set up follow-up meetings with their Division Managers and Division Managers with their Sales Representatives for the week of April 10, 1995. In addition, Chain meetings and Direct Account meetings should be set up as soon as possible following your return from Winston-Salem.

Again, our success formula is very simple. Develop programs and relationships that enable:

- RJR to make money,
- Distributors to make money, and,
- Retailers to make money.

In other words, every program geared toward the distribution and retail community should address the above formula and drive against our company objectives in a true partnership manner.

All meetings will be business casual. We look forward to productive meetings and sharing with you some dramatic program changes that will change the way we do business.

Sincerely,

Jim

James V. Maguire
Sr. Vice President-Sales

cc: G. T. Baroody
J. R. Helm
R. M. Sanders
L. S. Schreiber

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